





**PEO**

**DIGITAL**

PROGRAM EXECUTIVE OFFICE DIGITAL & ENTERPRISE SERVICES

# Lighthouse Services: Agile Delivery at Flank Speed

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# What is a “Lighthouse” Service?

- A small-scale project that informs a larger transformation initiative
- Serves to illuminate the path to achieve an organization’s goal





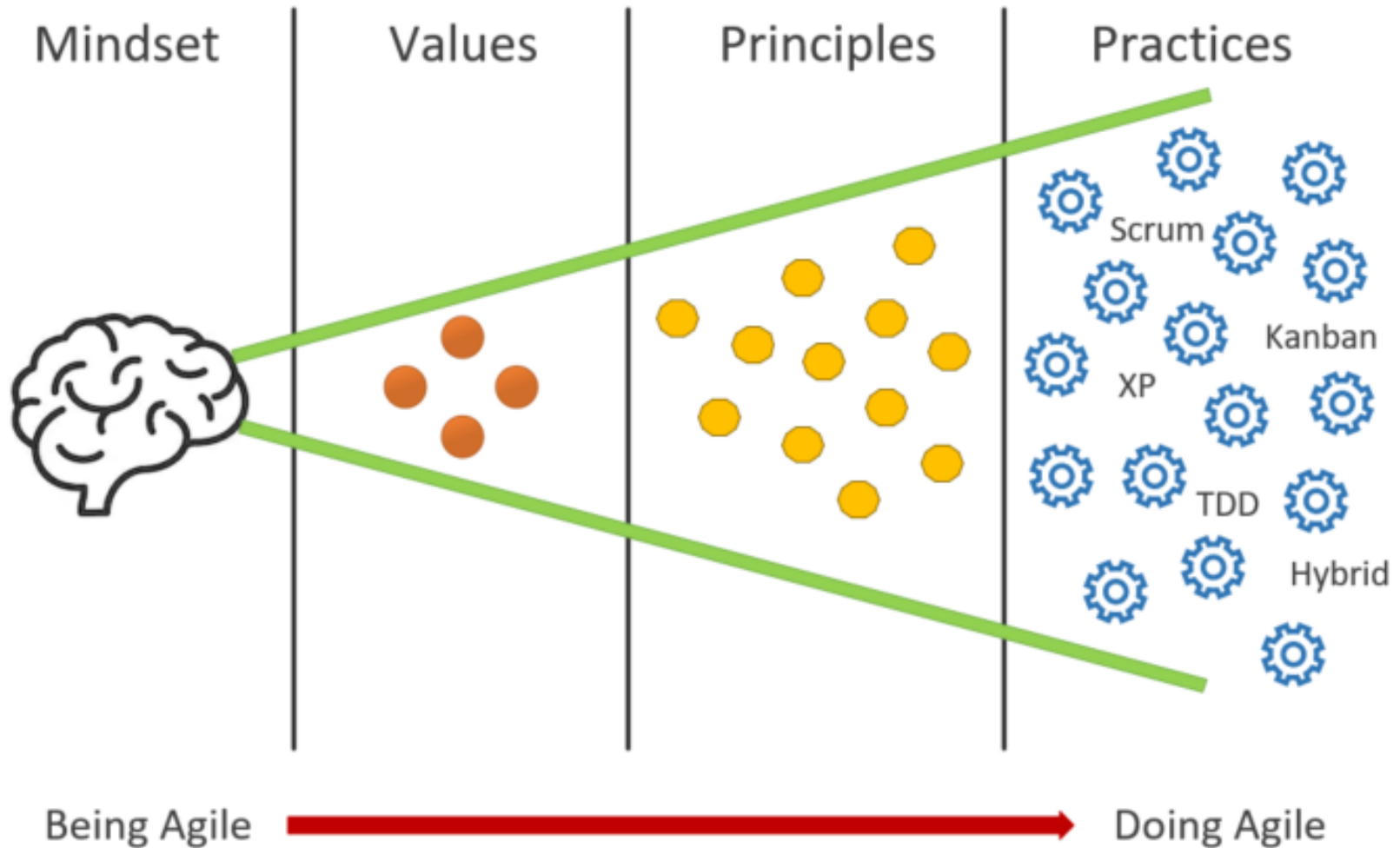
**Flank Speed = TRUE MAXIMUM SPEED**

- Reserved for when ship finds itself in **imminent danger**
- Flank speed is **unsustainable** because of propulsion system limitations.

**Navy needed to accelerate O365 implementation to Flank Speed:**

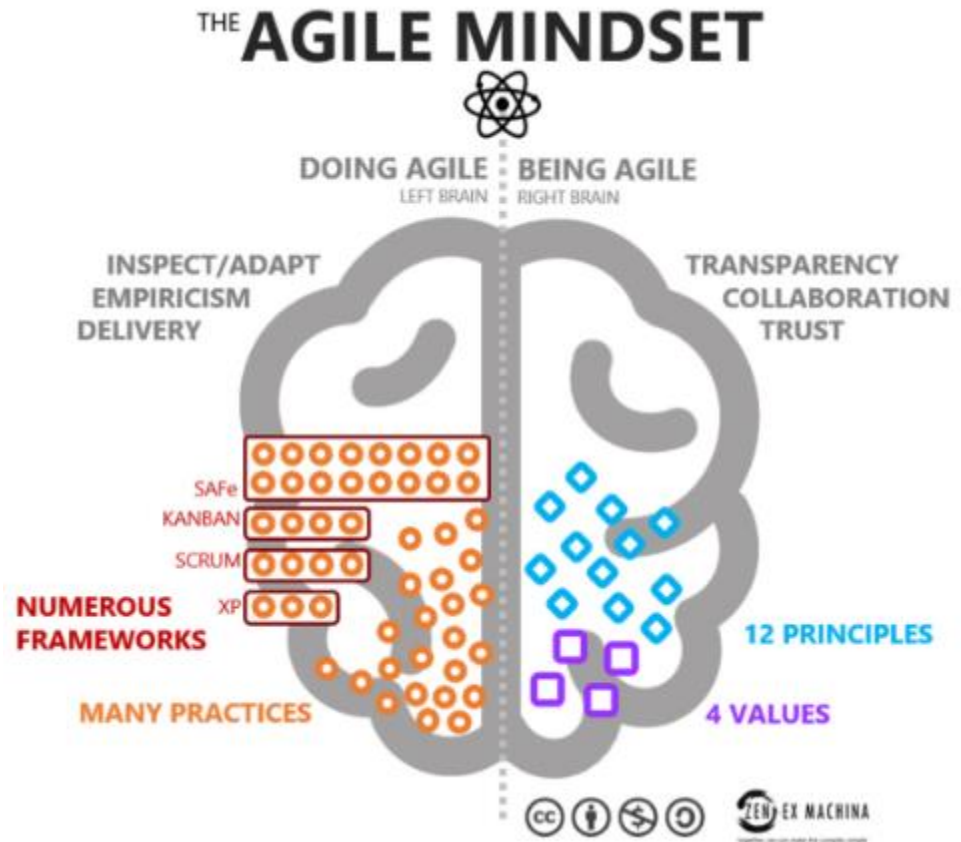
- **Imminent Danger** – Security + Telework Demand (COVID)
- **Unsustainable** – Take risk to achieve success with short timeline

## How to Execute?? ***Agile Delivery***



The Agile mindset is a set of attitudes and beliefs centered around:

- Collaboration
- Incremental, Iterative Development Cycles
- Continual Improvement
- Frequent Delivery of Value
- Self Organizing Teams
- Ability to Adapt to Change
- Facilitative Leadership



Doing Agile vs. Being Agile!



**Yeah, if you guys can use Scrum and get all 60 features done in 3 months at specific budget**

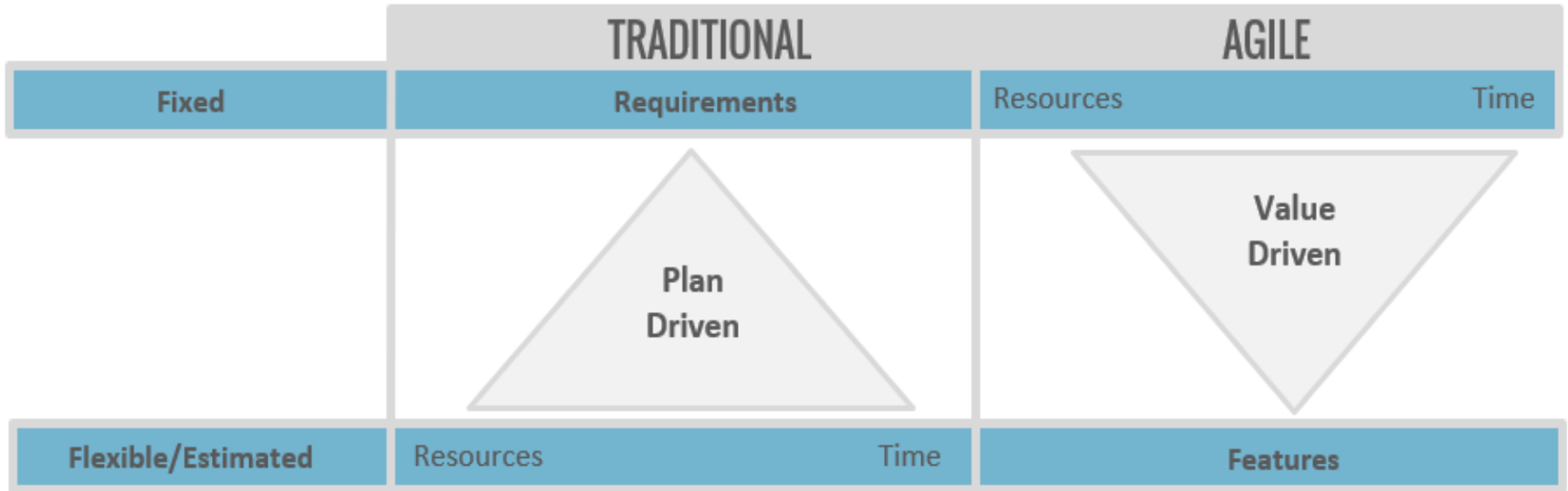


**THAT'D BE GREAT**

# Leaders must go first







Know what you can do – and deliver based on that...



## Traditional

Plan up front and manage the plan

Plan and all requirements

*What is really needed*  

*All requirements completed*





 Initial Target 

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## Agile

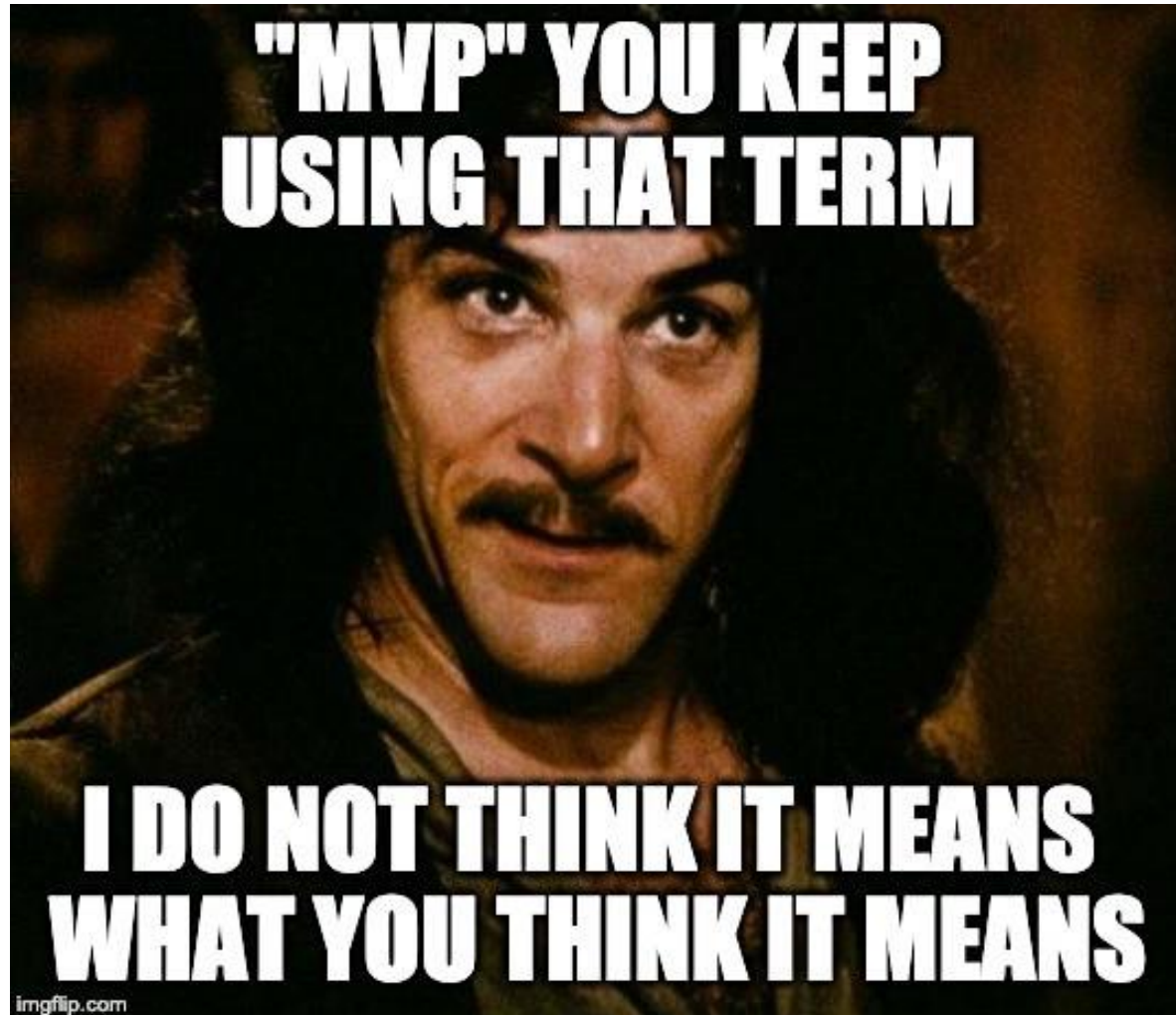
Continually inspect and adapt based on the emerging reality

Goals and some priority requirements

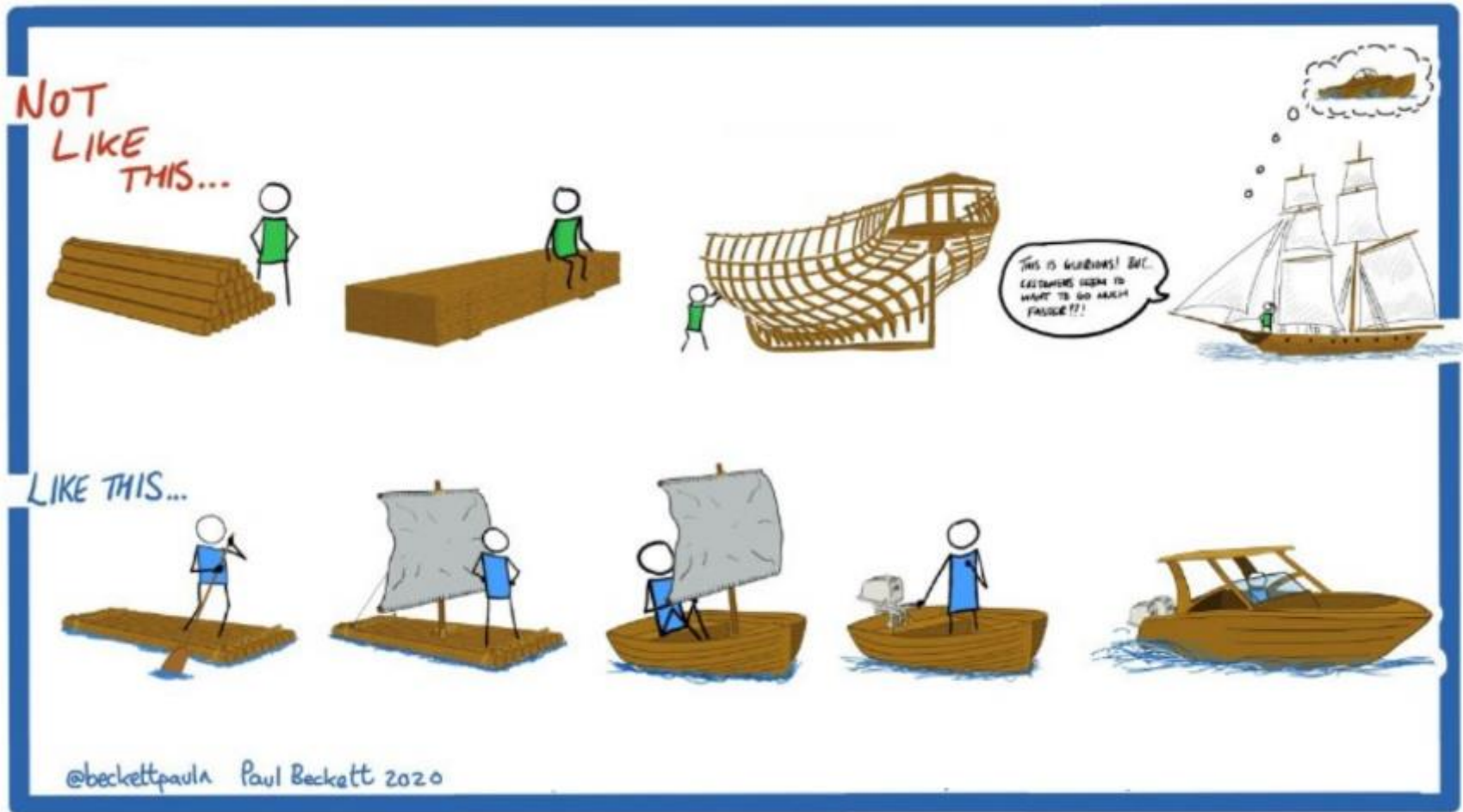
*What is really needed*   
*Goals met*   
*Just enough features*   


*Frequent inspect-adapt points*

 Initial Target



# Minimum Viable Product (MVP)



ONE TEST

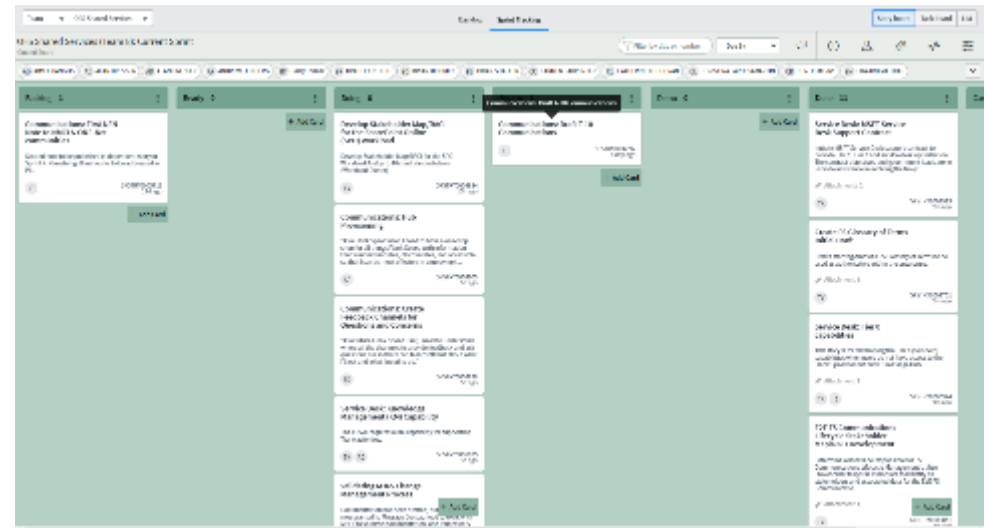
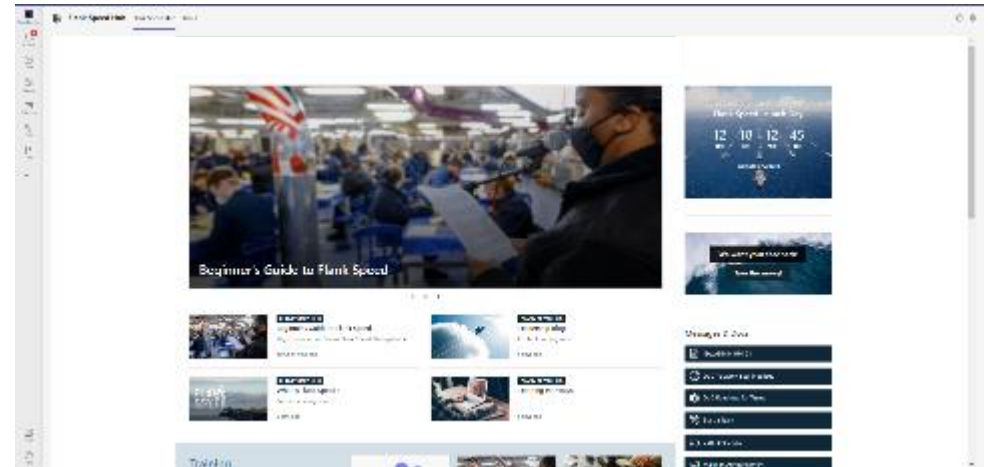
is worth a thousand “*EXPERT  
OPINIONS*”....

Bill Nye

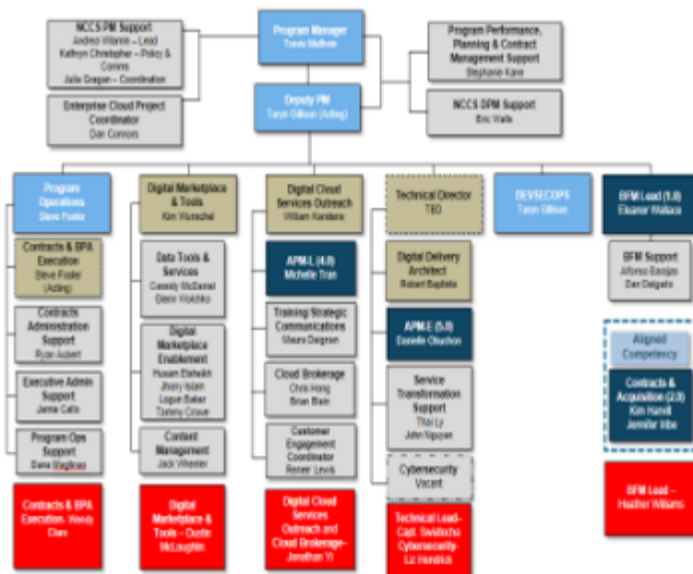


The Flank Speed effort has been successful in two dimensions:

- Delivery of O365
  - On pace to go live 1 June
  - Zero Trust Architecture
  - Direct Access
  
- Organizational Change
  - Crash course in Agile
  - Demonstrate what works and what doesn't
  - Inform PEO Restructure



Organizational hierarchy exists, but team members come together in Integrated Agile Delivery Teams to accomplish the work



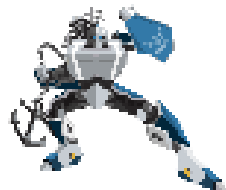
- In the beginning, start small...the best change happens incrementally
- Take time to understand the problem up front and define where you want to go
- Invest in training up front. Training = Understanding = Empowerment. Investing in skilled practitioners is a key success factor.
- Do not equate failure with loss or waste. Failure is an opportunity to learn, explore, and grow.
- Fail fast – but fail small to manage risk

**“When you hand good people possibility, they do great things....”**

**Biz Stone**

**BE OR NOT BE AGILE ...**

**THERE IS NO DO**



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